

CHEMONICS INTERNATIONAL INC.

**Electronic Document Submission Title Page**

Contract No.: 688-C-00-03-00068-00

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: USAID Mali

Date of Product/Report: September 20, 2004

Document Title: TradeMali Annual Report September 2003-August 2004

Author's Name: TradeMali / Chemonics

Activity Title and Number:

Name and Version of Application  
Software Used to Create the File: *MS Word 2002*

Format of Graphic and/or Image File: *N/A*

Other Information:



Prépare le Mali pour le monde - Amène le monde au Mali

## 1st Annual Report

September 2003  
- August 2004



Refrigerated Trucks lining up at processing plant for sea freight export (Mangoes)

Submitted:  
September 30, 2004

USAID PROJECT: 688-C-00-03-00068-00  
IMPLEMENTED BY: Chemonics International  
[info@trademali.com](mailto:info@trademali.com)



## ACCRONYMS and ABREVIATIONS

AEG	Agricultural Economic Growth	GAP	Good Agricultural Practices
AFB	Les Abattoirs Frigorifiques de Bamako	GOM	Government of Mali
AJEX	Association des Jeunes Exportateurs	HACCP	Hazard Assessment and Critical Control Points
AMAP	Agence Malienne de Presse et de Publicité		
AMAQ	Agence Malienne de Qualité	IPR	Intermediary Performance Results
AMELEF	Association Malienne des Exportateurs de Légumes et Fruits	IR	Intermediary Results
		JITAP	Joint Integrated Technical Assistance Program
APEFEL	Association des Professionnels Exportateurs des Fruits et Légumes	LCV	Laboratoire Central Vétérinaire
ATRAPAL	Association des Transformatrices de Produits Agricoles Locaux,	LNA	Laboratoire de Nutrition Animale
		LNS	Laboratoire Nationale de la Santé
BNDA	Banque Nationale de Développement Agricole	LTA	Laboratoire de Technologie Alimentaire
CAF	Coût Assurance Frêt	M&E	Monitoring and Evaluation
CCIM	Chambre de Commerce et d'Industrie du Mali	MIC	Ministry of Industry and Commerce
		MOU	Memorandum of Understanding
CESPA	Centre de Services de Production Audiovisuelle	OMA	Observatoire du Marché Agricole
		OMBEVI	Office Malien du Bétail et de la Viande
CILSS	Inter-State Committee for Fighting Drought in the Sahel	OMC	Organisation Mondiale du Commerce
		ON	Office du Niger
CLIC	Community Liaison Information Centers	ORS	Office Riz Ségou
CNUCED	Commission des Nations Unies pour le Commerce et le Développement	ORTM	Office des Radios et Télévision du Mali
		PMP	Performance and Monitoring Plan
CONEOSAM	Coordination Nationale des Opérateurs Economiques du Secteur Agro Alimentaire du Mali	PR	Performance Results
		PRODEPAM:	Programme de Développement de la Production Agricole Malienne
CSV	Crédit Stockage Vivrier	SIMPCA	Société Malienne de Produits Carnés
DGRC	Direction Générale de la Réglementation et du Contrôle	SN	Sénégal
		SPS	Sanitary and Phyto Sanitary Agreements
DNCC	Direction Nationale du Commerce et de la Concurrence	SWOT	Strengths Weaknesses Opportunities
		Threats	
DNI	Direction Nationale de l'Industrie	TEM	Tropical Expression du Mali (Société d'Exportation de Mangue)
DNSI	Direction Nationale de la Statistique et de l'Informatique		
		UEMOA	West African Economic and Monetary Union
DTIS	Diagnostics Trade Integrated Study	UNIDO	United Nations Industry Development
ECOCERT	Organisme de Certification des Produits Biologiques	Organization	
		URTEL	Union des Radios et Télévisions Libres
EDIC:	Etude Diagnostique de l'Intégration Commerciale	USAID:	United States Agency for International
		Development	
EDM	Energie du Mali	WB	World Bank
EU	Union Européenne	WTO	World Trade Organisation

---

## ABOUT TRADEMALI

---

*Prépare le Mali pour le monde – Amène le monde au Mali.*

TradeMali works to increase Mali's market positions regionally and internationally. The project is organized around two vital campaigns: the first, "Prepare Mali for the World," will assist Mali to create an inspiring policy environment and provide technical and managerial training to associations, agribusinesses, and selected government units to take advantage of potential opportunities. The second, "Bring the World to Mali," will generate real trade prospects by linking products and market buyers. Targeted products will include cereals, livestock, fruits and vegetables, and other agricultural-based products.

TradeMali is a three-year project with offices in Bamako, Ségou, Mopti and Timbuktu. It is one of three principal projects funded by the United States Agency for International Development working to improve agricultural productivity and incomes in Mali. TradeMali focuses on increasing trade in targeted agricultural sectors. Mali Finance works to provide wider access to financing for agricultural sectors and PRODEPAM seeks ways to increase outputs of agricultural producers. Together the three projects target USAID's Accelerated Economic Growth strategy.

---

## ABOUT THIS REPORT

---

This annual report is the first for TradeMali and details project progress since its start-up (September 2003 through August 2004). Based on the first year work plan and performance-monitoring plan, the report is divided into three sections: an overview; a short section abbreviating project achievements using pictures, graphs and short text, and a third lengthier section of project accomplishments that detail planned and actual activities tracking the project's six performance results (PR 1-6). Four crosscutting actions: Gender, Communications, Northern Initiative, and Monitoring and Evaluation supplement this section. Each part is composed of a narrative text followed by a tracking table similar in format to that used in previous project quarterly reports. The attempt is to describe what

actually took place during Year One, where the project met and failed to meet its objectives, and how the lessons learned helped lay the groundwork for Year Two and Year Three activities.

A CD ROM of the project's first video production is included. Please request a copy

## CONTENTS

---

CD ROM of Mango Video realized during Year One

### ACCRONYMS

### SECTION I Overview

### SECTION II

- A. TradeMali in Numbers
- B. TradeMali in Pictures
- C. TradeMali in Perspectives

SECTION III	Project Accomplishments	12
	A. PR 1. Improved Capacity of Export Promotion Institutions (e.g. DNCC)	12
	B. PR 2. Improved Public-private Partnership for Export Promotion	13
	C. PR 3. Improved Capacity of Norms and Standards Dissemination Institutions	14
	D. PR 4. Increased Opportunities for Selected Agricultural Product Exports	16
	E. PR 5. Improved Partnerships for Selected Agricultural Product Exports	21
	F. PR 6. Improved Capacity of Market Information Systems for Selected Agricultural Products (e.g. OMA)	23
	G. Gender Issues	24
	H. Northern Initiative	29
	I. Monitoring and Evaluation Activities	31
ANNEX A	First Year Work Plan Project Deliverables First Year Performance (PMP) Indicators	33

## SECTION I

### Annual Overview

First Annual Report (September 2003 – August 2004)



The first year of the project was a positive one. Five targeted commodities mandated by TradeMali's partners were: mangoes, potatoes, red meat, rice, and shea butter, while political and security factors played a key role in developing project activities in Mali's northern regions. Strengthening private and public sector capacity and mainstreaming gender issues were additional components in the Project's long-term program strategy and resulted in an ambitious first year work plan. Although not all objectives were accomplished, successes were achieved in three commodity sectors, a significant start initiated in others and, overall, an appreciation of the depth of involvement required to affect sustainable improvements in the sectors was acquired.

**Mangoes:** Mango exports more than doubled, to 2500 tons, with multi-modal logistics playing an increasing role in improving supply chain competitiveness. An important result has been the increased awareness by exporters that Mali can become an important mango exporter, and a new dynamic has emerged through TradeMali's efforts to promote collaboration among the private and public sectors, various donor agencies and projects.

**Potatoes:** TradeMali's initiatives have also created new interest and excitement in the potato commodity sector. Mali produces an excellent potato, one that looks and tastes good. The Ivory Coast has been a traditional export market for Malian potatoes, but political problems and marketing difficulties have made this market less attractive and export volumes have decreased. Other large regional market opportunities identified by TradeMali import tens of thousands of tons of potatoes each year from Europe. To capture market share TradeMali worked with actors in the supply chain to position Mali to compete directly with these European exporters.

**Red meat:** Mali has the largest herds and flocks of cattle and small ruminants in West Africa and live animals have traditionally been the nation's third most important export. Potential opportunities exist for increasing value from the livestock sector by processing and exporting red meat. However, there are a limited number of meat exporters and even fewer facilities to fatten and slaughter cattle for exports. Useful contacts were made with buyers in five neighboring countries and efforts were initiated with the concerned Ministry and professionals of the sector to progressively address major export constraints. The challenge is to make red meat more competitive.

**Rice:** From the perspective of regional imports, Malian rice is another commodity with significant export potential. The region imports hundreds of thousands of tons each year. However, TradeMali analyses and initiatives with cereal exporters indicate that Malian rice is not currently price or quality competitive within the Region. By addressing processing and transport cost issues TradeMali plans to address pricing concerns on the post-harvest end, while PRODEPAM's rice sector program should be effective in improving the competitiveness of production practices. One of the successes in the sector was a warehouse financing scheme put into place in the Ségou area where 14 village associations obtained financing for rice stocked at harvest and sold 6 months later when they obtained about 20% margin. 100% of the financing was reimbursed representing 7.0 million CFA for 1,500 bags of 80 kg.

**Shea butter:** The largest stand of shea butter trees in West Africa is found in Mali. At one time, it was a major source of shea butter for regional and world markets but has been supplanted by more efficient producers and processors. But during the year, TradeMali carefully examined the needs of the commodity sector at both those levels in order for the sector to become economically viable. The analysis showed that, in light of active involvement of better suited agencies in the commodity sector, TradeMali could not effectively have an impact on the sector. Subsequently TradeMali determined to eliminate shea butter as a targeted commodity sector for the forthcoming year.

**Northern Initiative:** Mali is a vast, sparsely populated area. Drought, limited economic opportunities and prior political instability, coupled with concerns for newly imported political problems provided a special context and importance for developing northern activities for the Mission, and hence TradeMali. Two new products, anis and camel cheese, were identified and activities were initiated focusing on

characterizing and understanding market demand and consequent production requirements for these two commodities. In addition, rice storage and marketing activities were also undertaken and, due to its importance in the North, a program to promote the handicraft sector was initiated.

**Gender:** In none of the targeted commodity sectors, except shea butter, are women exporters a sizeable portion of the total. They may be present in significant numbers in other segments of commodity sectors, but in general their role is limited by cultural, social and economic factors. Consequently, the TradeMali Gender Committee was constituted to help us better understand and to propose solutions to these constraints. Additional private sector members are being recruited to reinforce the committee.

**Synergy:** The development of a quality exportable product starts with quality product inputs. Quality cannot be added after harvest; it can only be maintained or lost. Focusing only on the post-harvest aspects of a product, forced TradeMali to depend heavily on other partners. Collaboration with Mali Finance in the targeted commodity sectors has been good. The project looks forward to similar strong collaboration with PRODEPAM, following a series of very positive work planning sessions.

**Capacity building - public/private sector dialogue :** The project's long-term strategy for ensuring sustainability focuses on capacity building and promoting mechanisms for permanent dialogue between public and private entities. For instance, significant assistance is being provided to the DNCC and the Ministry of Industry and Commerce, and in developing working relationships with other ministries and government agencies. This concept of strengthening public-private dialogue and partnerships also included the establishment of gender and project advisory committees, and strengthening national "commodity commissions" for potatoes and mangoes,

particularly as it concerns the development of annual, commodity sector action plans that emphasize strategic planning and collaboration among commodity sector actors.

**DNCC:** The formulation and implementation of a coherent, integrated national trade policy is a major concern for TradeMali. The Integrated Framework process is the principal mechanism used by the Malian government to evaluate and formulate such a trade policy. The DNCC is the government's lead agency and TradeMali's role has been to assist the DNCC in this process. As such, several logistical and analytical activities were carried out during the year. The DNCC's information needs were evaluated and equipment procured with USAID's help. The DNCC has major mandates vital to the performance of the Malian economy. However, its resources, both human and financial are limited and clearly inadequate to effectively undertake its present mission. Consequently, TradeMali, following a request by the Ministry of Commerce, engaged a local consulting firm to analyze the DNCC's mandate and make recommendations on improving its ability to accomplish its goals.

**Professional associations with which TradeMali engaged in capacity building:**

- ◆ Mangoes: AJEX, APEFEL, AMELEF, Comité d'Initiative
- ◆ Quality : AMAQ, ATRAPAL
- ◆ Potatoes: AMATEVI
- ◆ Red meat: FEBIVIM
- ◆ Camel cheese: RADEC
- ◆ Other: Chambres de Metier T'btou, Gao, Kidal, AMRAD, BusinessForum

**Lessons learned:** An important result of first year activities was the experience gained and the lessons learned. There is vast array of trade-related matters for each commodity sector that need to be addressed and TradeMali has reorganized itself accordingly. For one, a more concentrated and in-depth approach is required to address the issues and constraints

identified in each commodity sector. Consequently TradeMali intends to concentrate its efforts on a limited number of products, beneficiary groups and geographic areas. In the North for example, efforts will focus in the area of Timbuktu. This greater focus of activities necessitates a continued emphasis on identifying and working with other projects and organizations within the targeted commodity sectors in order to leverage additional resources and increase collective impact.

A "going with winners" strategy has become a central theme in TradeMali's overall program development strategy. This strategy is intended to focus project efforts on potential winners in high opportunity commodity sectors as a means to develop successful models for others within and across commodity sectors. Many of the issues blocking increased exports are nearly universal, cutting across most commodity sectors. Solving these constraints for one commodity will help resolve similar issues in other sectors. For instance, many commodity sectors suffer from supply problems and not market problems. In spite of sizeable purchases by regional or European importers of products that are or can be produced here, Mali only exports a small or negligible amount. Moreover, Mali's costs are high and the quality is often sub-standard, frequently a result of inadequate transport and cold-chain facilities, critical factors for a land-locked country with aspirations for significantly increased exports. Access to adequate market information is also a concern. Not only is there limited timely and pertinent information on export markets, statistical information from official and unofficial national sources is also problematical in terms of quality, reliability and consistency of reporting making planning and analysis very difficult.

Management and business perspective and vision are major cross-cutting concerns, especially in light of the long-term nature of developing profitable agricultural export sectors. Though most of the exporters have a good sense of business, most also have a multitude of activities, all requiring attention.

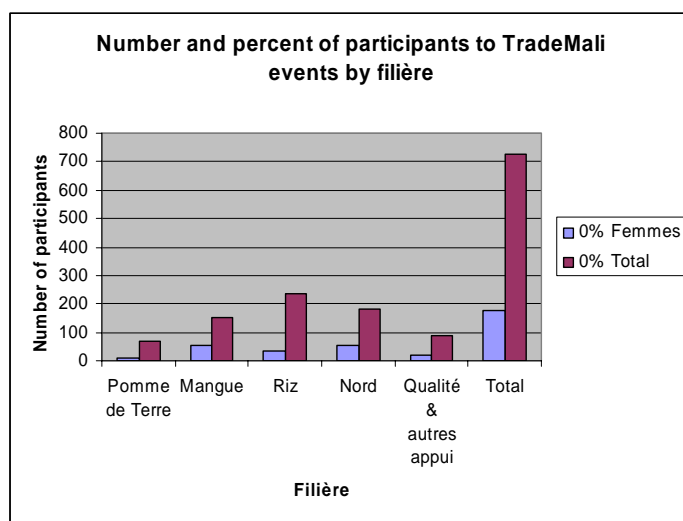
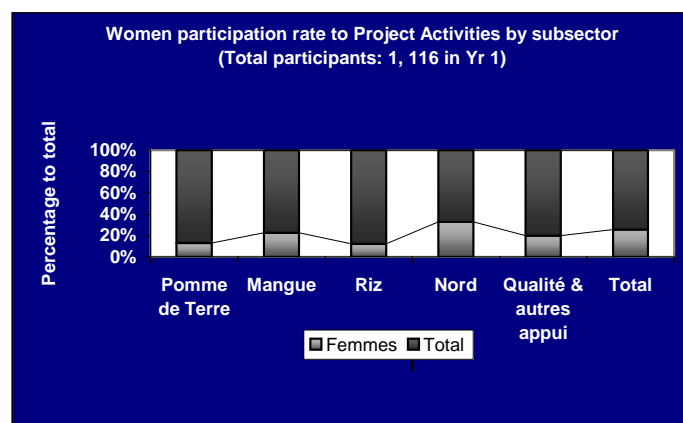


Their level of expertise and commitment to a specific commodity sector is varied and frequently not sufficient to be successful in the medium and long term. TradeMali, through its first year pilot export operations and its series of professional *rencontres*, has demonstrated the need to abandon short-term quick trade and turn-around strategies and adopt longer-term view of investments and progressive, stepwise enterprise development to make exporting work. Moreover, TradeMali has equally emphasized the concepts that when an exporter's time is divided with other non-export related activities and full attention to detail is left to secondary and junior management, it is impossible for the business and the commodity sector to develop or maintain a competitive edge.

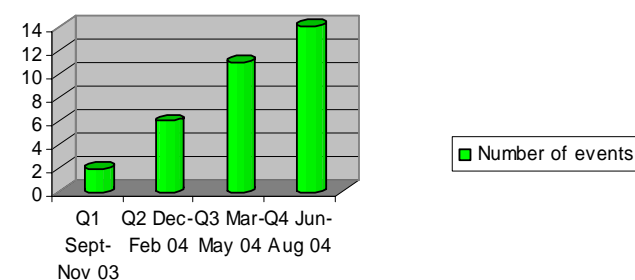
Significant achievements have been made during the first year of TradeMali activities resulting in a clearer understanding of priorities, a greater capacity to identify winning commodity sector operators, the development of collaborative relations with partner institutions and organizations and more effectively implement a focused, coherent and strategic project approach. Much remains to be done to increase the importance of agricultural exports as a key sector in assuring sustained economic development for Mali. However, the results of TradeMali's actions have established a solid foundation for identifying and prioritizing future activities that are the focus of the second year's work plan. For more details on the project's Year 1, TradeMali invites the reader to continue on to the following sections.

## SECTION II

### A. TradeMali in Numbers



Number of TradeMali organized events by quarter (Professional Rencontres, Training, Filière Days, Project Steering & Gender Committee Mtgs, Studies, Pilot Operations and Study Tours)



**Gender Participation rate by Filière/Activity**

Filière or activity	Nbr of Women	Nbr of Men	Total	% of Women
Potato	10	57	67	15%
Mango	55	133	188	29%
Rice	33	201	234	14%
Northern Initiative	263	290	553	48%
Other	32	142	174	18%
<b>TOTAL</b>	<b>393</b>	<b>823</b>	<b>1216</b>	<b>32%</b>

### Capacity Building Activities

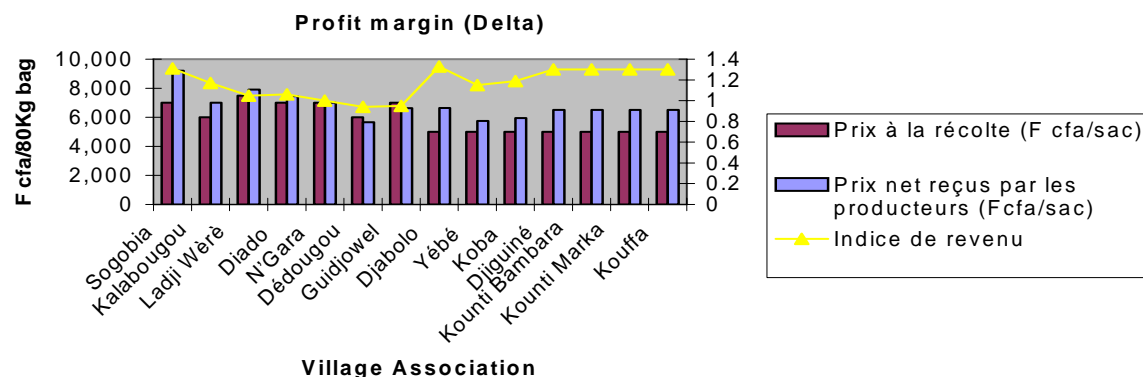
Monitoring and Evaluation of TradeMali's Capacity Building Activities and Professional Workshops 2004-2005				
	Nbr of events	Targeted participants	Nbr of participants	Site held
Reporting-out Days - Potatoes	1	Supply chain	66	Sikasso
Quality Workshop	3	Exporters	82	Bamako
On-farm mango handling	2	on-farm buyers	20	Bko/Sikasso
Processing/handling/sorting	2	Processing station employees	94	Bko/Sikasso
Pilot operations & Reporting-out Days - Mangoes	4	Supply chain	165	Bko/Sikasso
Validation of Project indicators	1	Project partners	44	Bamako
Credit Stockage Mgt training	1	Mgrs of rice storage facilities	27	Ségou
Service Provider Info sessions	3	Service providers	42	Ségou/Bko/Tbtou
BusinessForum	1	Public/private leaders	43	Timbuktu
Camel cheese training	1	producers/processors	480	Kidal

TradeMali organized 19 separate professional gathering or meetings that involved 1,063 individuals in the targeted commodity sectors. Five of these were training, four were workshops, three were with service providers and one was a BusinessForum in Timbuktu.

While it is too early in project implementation to speak of impact, it is still appropriate to mention the effect the capacity building activities have had on project performance. A series of training sessions focused on Good Agricultural Practices (GAP) of exportable mangoes; careful selection, special picking techniques, transporting them to processing sites in durable crates, sorting, calibration, packaging, putting into pallets, stuffing in containers. The adoption of the GAP is noted through attitudinal and behavioral changes among individuals in the value chain, which helped sharpen competitiveness for Mali. This increased competitiveness was translated in the record exports of Malian mangoes that increased 136% over projected exports for Year One.

**Credit Stockage Vivrier (CSV)** is a warehousing scheme that offers the possibilities of small production units to organize and negotiate the price of their rice through the CSV structure instead of selling it at harvest time. In Ségou/Djenné TradeMali worked with 14 village organizations that stocked more than 120 tons of rice. The following graph summarizes the success of this scheme where the revenue index show the difference between the price at harvest, and the warehoused stock when sold, less interest and cost.

**Comparison bt Price at time of storage (for loan basis) and price at time of sale (repayment date). Stored rice is collateral for loan**

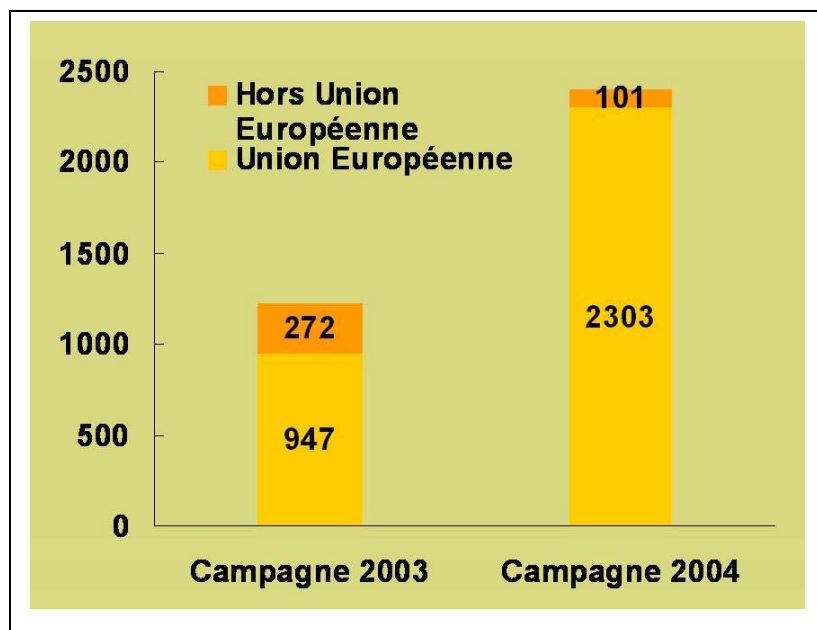


**Heard from a CSV participant:**

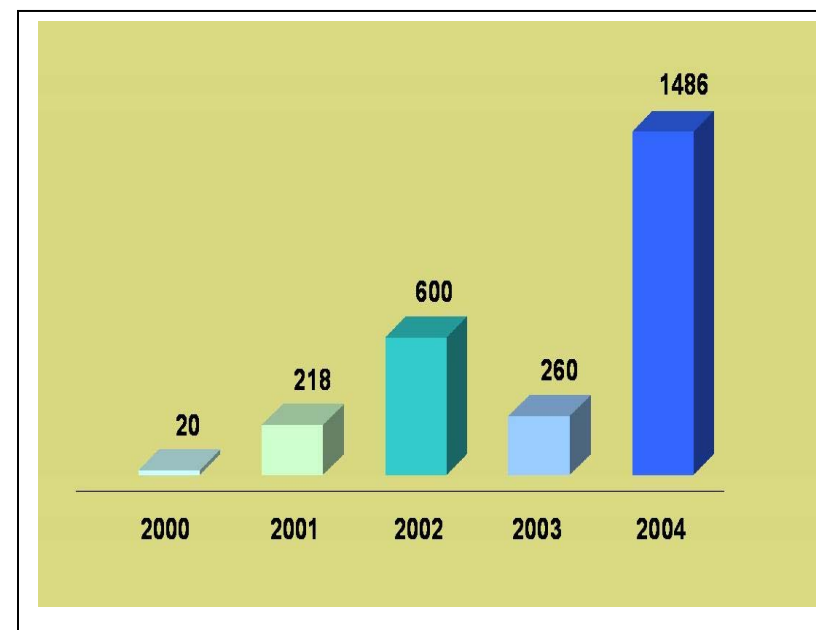
“All my stored rice was sold. A contract was established with a wholesaler who committed to buying the entire stock.”

Guidjowel, Djené

### Mango Exports via Sea & Air

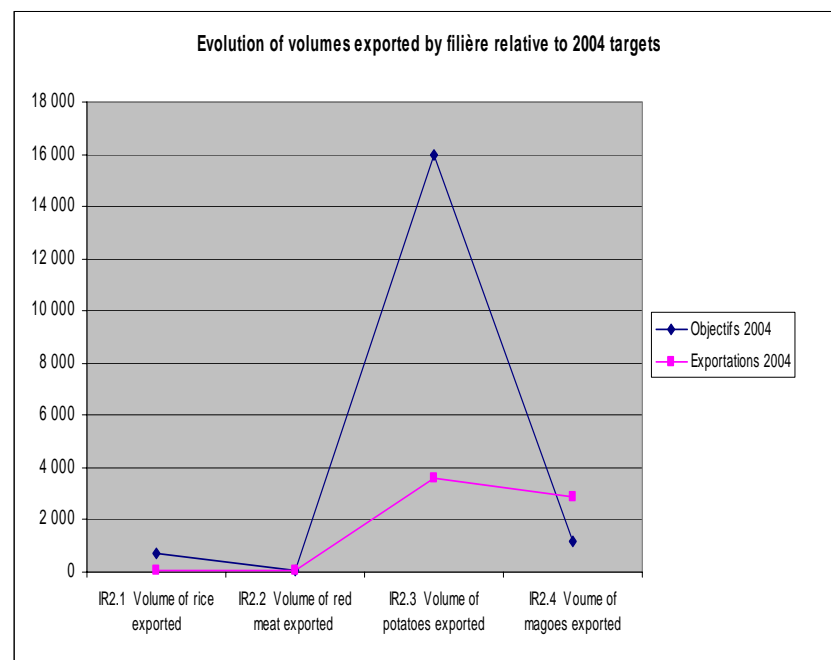


### Evolution of Mango exports via Sea Freight

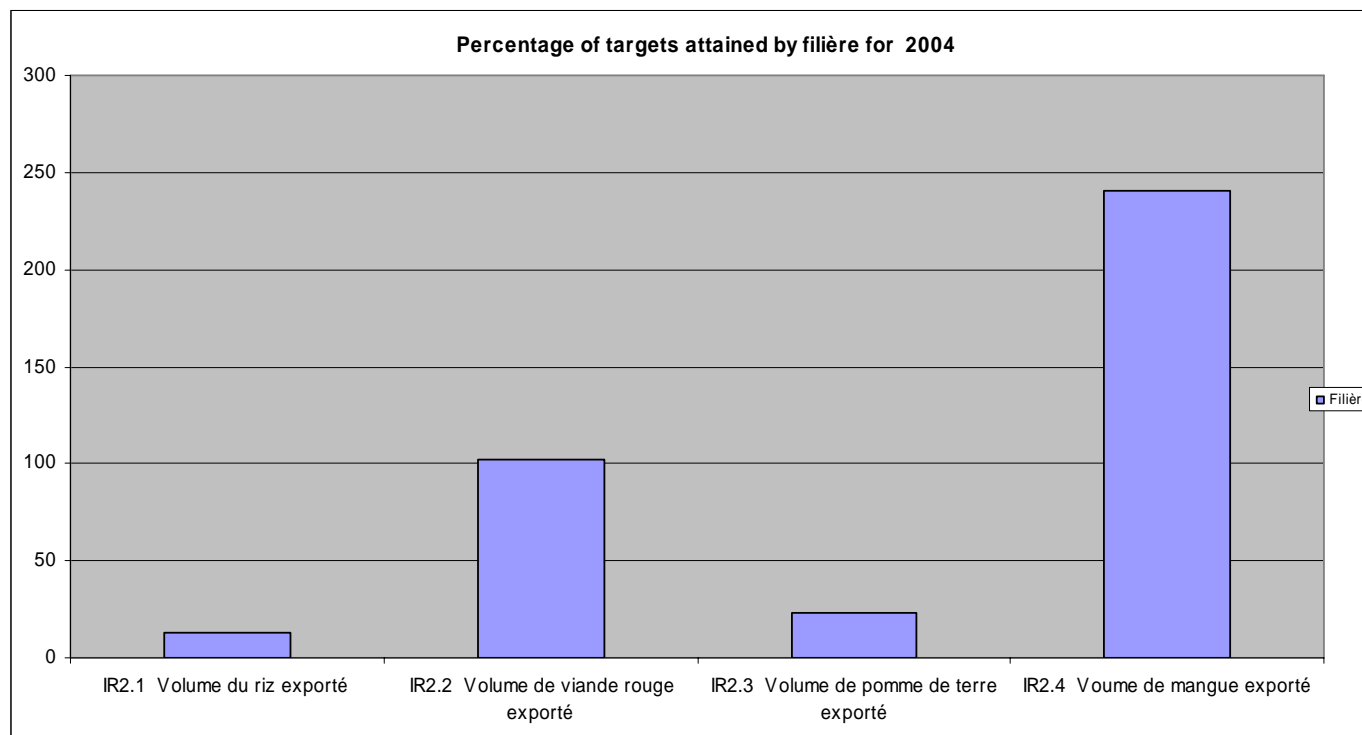


## Monitoring of Intermediary Results

INDICATORS IR 2 Increased trade of selected agricultural products	YEAR 2003-2004				
	Target MT	Actual MT	%	% contributed by TradeMali	Comments
Volume of rice exported	692	88	13	0	TradeMali has identified sub-regional markets and sent rice samples, which did not materialize in firm orders due to competitiveness problems compared to Asian rice
Volume of red meat exported	50	51	102	0	Markets studies and commercial missions were undertaken, and pilot exportations to Ivory Coast, Senegal and Ghana should be initiated soon
Volume of potatoes exported	15 953	3 608	23	10	Market test to Dakar showed lack of competitiveness of Malian potatoes compared to Dutch potatoes. The Dutch export about 100,000 MT West Africa. Key issues of competitiveness are earmarked for Year Two
Volume of mangoes exported	1 208	2 909	241	50	TradeMali assisted 15 of the 18 mango exporters, which together represents about half of the volumes exported by sea and air freight. Volumes could increase significantly in 2005 with TradeMali's interventions focus on quality, cold infrastructure and containerized logistics
Volume of shea butter exported	-	-	-	-	



The graph at left illustrates quantities exported by filière in 2004 relative to project targets. A comparative analysis of two successive export seasons show that the sub-sectors evolve at very different paces. Mangoes and red meat surpassed targets while rice and potato exports were considerably lower, each due to the specificity of the sub-sector.



The above graph shows that the mango and red meat filières surpassed Year One targets by 141% and 2% respectively. This can be attributed to the support provided by the project to elements in the mango supply chain. However, to these efforts must be added the formal nature of the export sector and the subsequent nature of data collection (From the phytosanitary services that tracks all shipments out of Mali) which greatly facilitates obtaining export data and gives the figures a measure of reliability.

This situation is the inverse for rice and potato exports, where meeting project targets was considerably lower (13% and 23% respectively of Year One target), and the data collection from reliable sources is highly inconsistent. The low level of potato exports can be attributed in part to security problems along the main transport corridor in Ivory Coast. Rice export figures were low in part because there are no official records of rice exported this past year. The figure obtained came from OMA, which indicated that only a very small, almost inconsequential amount was exported to Mauritania and Burkina Faso.

## SECTION II

---

### B. TradeMali in Pictures

Separate file



## SECTION II

### D. TradeMali in Perspective

This part summarizes the project's ability to look back objectively over its last year, and allows it to put into perspective adjustments needed for project implementation in the forthcoming year.

**Too Ambitious:** The main lesson learned from Year One implementation was that project tried to tackle all at once too many commodity sectors. In retrospect, each commodity sector could be considered a project unto itself. As a result of Year One's "gunshot approach" to reach export growth objectives, project activities and efforts proved to be too dispersed. Of equal importance, which slowed efficiency, was the lack of cohesion within technical units. Reorganizing the project as discussed at the project's 2004 Retreat, was recognized as a major element needing attention, even though timid attempts to restructure the project had been tried during the year.

**Realignment:** Subsequent to the retreat, the project was reorganized along filière lines rather than functional lines. The

approach is to realign organizationally along commodity sector units or "task forces." Recent planning reduced project focus to 4 filières of which 2 are ascribed "principal" filières and 2 are considered of "secondary" importance. The distinction will be in terms of resource allocation over the next 12 to 18 months. In addition, the project will focus its efforts to work with winners in each commodity sector.

**Information:** Project beneficiaries will profit from the project's emphasis on following up with information and training to assure compliance with international norms and standards. This support will extend to such activities as capacity building, applying export related parameters, information dissemination, and accompanied by reinforced public sector support institutions. During the next work plan period, TradeMali will bolster its actions to ensure gender equity through mainstreaming women participation in the targeted commodity sectors.

## SECTION III

### Project Accomplishments



Quantifying project accomplishments the first year of implementation is always a challenge, particularly when the project's focus is agricultural products that are pegged to seasonable cycles. Nevertheless, TradeMali established a commendable export base for four of its

five originally targeted sub-sectors and put into place a process of close collaboration with the public sector institutions that are responsible for establishing Mali's trade policy. The project established credibility among public and private institutions with its actions placing it at the center of information and training for enterprise compliance with export quality norms and standards. In its first year TradeMali is perceived as the can-do institution that assists Mali to know and understand importers' health and safety certification

#### Synergy in TradeMali's Export Strategy

- |                            |                       |
|----------------------------|-----------------------|
| ◆ <b>Production</b>        | - <b>PRODEPAM</b>     |
| ◆ <b>Financing</b>         | - <b>Mali Finance</b> |
| ◆ <b>Processing</b>        | - <b>TradeMali</b>    |
| ◆ <b>Logistics</b>         | - <b>TradeMali</b>    |
| ◆ <b>Environment</b>       | - <b>TradeMali</b>    |
| ◆ <b>Commercialization</b> | - <b>TradeMali</b>    |

requirements. The project also developed a reputation for delivering accurate and timely information through a contact network in the printed, visual and radio media, and has established

credible working relations with professional associations linked to the export sector.

This section tracks project accomplishments following the First Year's Work Plan. Not all the activities planned were

completed as anticipated at the outset, however, lessons learned during the year through pilot export operations, have

been incorporated into the Year Two Action Plan. While project objectives remain the same, the strategy has shifted project focus to attacking supply chain logistic constraints. This refined filière approach requires a greater synergy with existing and new programs.

#### A. PR 1. Improved Capacity of Export Promotion Institutions

The World Bank has determined that a major indicator to determine progress made by developing countries towards accessing trade opportunities is through improvements in their trade policy environment.

The promotion and development of Malian agricultural products for regional and international markets requires putting into place measures that: a) reduce policy constraints identified at the national level, and b) define and implement norms and standards for exports to those markets. Reducing the constraints and defining the norms requires active participation and involvement of the private (agribusinesses and professional organizations in the supply chain) and public sectors, as well as regional and development organizations.

Different types of project interventions were planned for Year One, which included:

- Assisting the public sector to improve the capacity of institutions responsible for export promotion, and for establishing, regulating and enforcing norms and standards;
- Assisting policy reforms and application among public agencies;

- Assisting the private sector to understand the implications of increased regional integration and the reach of globalization, and to adopt quality norms and standards in their operations;
- Facilitating the public/private sector dialogue focused on establishing true partnership relations.

Within the context of regional integration and globalization, Mali is confronted by inescapable challenges: understanding the requirements of a competitive environment, and the improvements required all along the supply chain to meet these exigencies.

The formulation and adoption of a national trade policy, following the guidelines of the Integrated Framework, is clearly understood by Government as the first line of attack to make Malian export products more competitive and to capture a larger share of regional and international markets.

Actions undertaken during Year One focused on: a) moving forward the agenda of the Integrated Framework; b) providing assistance to the DNCC; and c) reinforcing the negotiation process for bilateral and multilateral trade agreements.

**Integrated Framework:** TradeMali contributed to the *Etude Diagnostique de l'intégration Commerciale (EDIC)* by reviewing the draft document, translating and assisting needed follow-up with Government of Mali, the authors and USAID. TradeMali concentrated their comments on the agricultural trade sections, sharing them with the authors and USAID. The draft was improved through contributions made by participants to the July Sectorial Workshops, which had the active participation of development partners, and public and private sector representatives.

**DNCC:** PR 1 aims to strengthen the capacity of trade agencies and institutions to provide commercial information to end-

users. Doing so required assessing the capacity of the DNCC to gather trade data, process data into useful information for exporters, and carry out competitiveness analyses of Malian commodities in foreign markets. This assessment revealed that the DNCC is poorly equipped in modern technologies and understaffed and that the existing staff is overburdened with work and not sufficiently trained to fulfill the trade promotion mission assigned to the organization. In light of

the evaluation, and at the request of the Ministry of Industry and Commerce, a study was initiated to propose a restructuring of the DNCC or the creation of a new, better performing entity.

**Trade agreement negotiations:** This activity aims to strengthen Malian policy makers to negotiate as well as formulate and implement policies and legislation. To this end, initial meetings were held with key ministries to establish relationships and begin concrete discussions.

#### Capacity Building of DNCC

- Worked together on 2 projets including analysis of IT needs
- Supplied 10 computers ordinateurs
- Conducted 1 study and organized 9 professional meetings, and work sessions

#### OMA

- Supported information searches for markets and prices for 3 new agricultural products

#### Cadre Intégré (CI)

- 56 person/days to prepare with the World Bank, Ministry of Commerce and DNCC to organize plenary sessions of the CI

**Table 1: Planned and Realized Activities for PR 1 (Sept.2003-Aug. 2004)**

<b>PR 1</b>	<b>Planned during period</b>	<b>Actual</b>	<b>Results</b>	<b>Comments</b>
Activity 1.1: Commercial capacity building	1.1.1 Help finalize DTIS report, organize trade symposium, draw up action plan to define a national trade strategy	Contributed comments to DTIS report; followed up with GOM, authors, and USAID. Sector workshops held in preparation to validation workshop. More than 75 key public/private sector participants attended, contributing to document's content and macro-economic issues.	Improved quality of draft DTIS report  Increased awareness of norms and standards among public/private institutions	It is important to adopt a faster pace to the process of establishing an Integrated Framework (now led by the WB but eventually by the Government) in order to give a push to the writing and the application of a national trade strategy.
	1.1.2 Help DNCC set up an efficient market intelligence system	A trade information system assessment revealed the DNCC needed computer equipment. Ten computers were obtained from USAID and turned over to DNCC.  A Memo of Collaboration was signed with OMA and TradeMali for the collection and diffusion of trade data (export prices & volumes), as well as 5 computers were turned over to OMA through USAID.  Needs assessment of ON: Analysis of the competitiveness of ON produced rice on the national and regional markets. Exchange of drafts and finalized copies of a MOU between ON and TradeMali.	DNCC is better equipped to collect, analyze, treat & disseminate trade information. Agribusinesses will have access to more reliable information on export subsectors.  Expansion and diversification of high value product data collected by OMA. Reinforced operational capacity of OMA.  Improved focus on types of activities both organizations will jointly sponsor	

PR 1	Planned during period	Actual	Results	Comments
Activity 1.2: Capacity building for commercial policy negotiation, formulation, and implementation	<p>1.2.1 Bilateral and multilateral negotiations</p> <p>1.2.2 Formulation commercial policies</p> <p>1.2.2 Implementation of trade legislation</p> <p>Other</p>	<p>TradeMali contributed to the JITAP (Joint Integrated Technical Assistance Program)</p> <p>No activity conducted</p> <p>No activity conducted</p> <p>At the request of MIC, study initiated to propose a strengthened DNCC</p>	<p>Improved document, which serves as basis for collaboration between GOM and international trade organizations (CCI, CNUCED and OMC)</p> <p>Draft study completed. Comments from MIC and DNCC awaited.</p>	<p>Need to pursue thorough assessment of DNCC and strengthen capacity in light of upcoming policy issues</p> <p>DNCC does not have the resources required to meet its goals and objectives.</p>

## B. PR 2. Improved Public-private Partnership for Export Promotion

PR 2 entails supporting public-private dialogue in an environment where public policy makers and the business community do not always communicate effectively. The team met with business associations, individual exporters, and the Office of the Moderator, who is responsible for assisting the private sector, in addressing constraints through public-private sector dialogue.



An example of such a constraint has been the high costs of transports, which at times makes Malian exports non-competitive or suffer limited profitability. TradeMali has been in touch with the staff of the Ministry of Transport and transporters and long distance haulers to find ways to reduce transport costs. Cutting back on utility vehicle import duties and reducing the number of roadblocks and collection of illicit taxes along various transport corridors were identified as areas of focus and have been addressed in joint private-public sector workshops and forums such as the *Journées Mangué* and the Potato End-of-season Reporting Out workshop in Sikasso.

**Table 2: Planned and Realized Activities for PR 2 (Sept. 03 – Aug. 04)**

PR 2	Planned during period	Actual	Results	Comments
<b>Activity 2.1: Support to public-private sector dialogue</b>	2.1.1 Support to national debates on tax exoneration for temporary imports needed for export trade (e.g. packing materials)	Met & discussed with <i>Association des Transporteurs, Syndicat des Chauffeurs et Conducteurs, AMELEF, APEFEL, AJEX</i> and custom administration to increase awareness of need to reduce the temporary entry tax for packing materials for re-export.	Agribusinesses and linked professional organizations are better informed about the procedure to follow, and understand that a bank guarantee is not required if the services of a freight forwarder is used.	Conclusions of meetings showed that there was no need to change existing legislation regarding temporary entry
	Support for simplification of export procedures for fruits and vegetables exported via air	Held mtgs with Director of Airports of Mali and Head of Air Freight Management & Administration regarding airport charges and weighing fees	Exporters and associations have a better understanding of these practices as they are applied regionally at all airports. Fees can be negotiated downward through grouping of export operations and better programming	Need to convene various formal and informal meetings to debate openly policy issues. Airport and weighing fees do not constitute taxes and are a common practice.
	Support for exoneration of import duties for utility	Discussed & held public/private sector exchanges with transporter associations, MinFinance and the	MinFinance and MinTransport are more aware of necessity to promulgate an exoneration decree	This action requires better collaboration among export associations  In light of a present Presidential Initiative on trade facilitation, TradeMali will wait until the end of

PR 2	Planned during period	Actual	Results	Comments
	vehicles	Transport Division at MinTransport	for utility vehicles	negociations and promulgation of decree before initiating an information and awareness campaign for utility vehicle imports.
	2.1.2 Support regional initiatives to reduce illicit roadblocks and nuisance taxes at border crossings and along major road axis.	Met with the CILSS staff spearheading regional initiative on reducing roadblocks and illicit taxes. Held mtgs with <i>Syndicat des Chauffeurs et Conducteurs</i> and potato exporters on nuisance taxes and road blocks along export corridors	Through TradeMali's pilot export of potatoes, via road, to Senegal, the project developed an accurate count of roadblocks, time-loss and supplemental illicite taxes that added cost to landed price at the destination.	The practices are deeply ingrained and are abedded not only by officials but by many business operators who are often not in complete compliance with existing regulations
	2.1.3 Reinforce capacity of trade support institutions, the Bureau du Modérateur and professional associations	Met with exporter associations (AMELEF, APEFEL , AJEX) and CONOESAM to better formulate and understand problems that face their members	Improved capacity to formulate key issues and options to problems confronted by association members	Capacity building activities will be ongoing throughout the life of the project.
	2.1.3 Put into place TradeMali's Project Advisory Committee	Statutes, definition of mandate and one meeting held by the Advisory Committee	The Committee facilitates public/private dialogue	The Committee's impact will become more significant as it becomes further involved in project activities and planning

### C. PR 3 Improved Capacity of Institutions Responsible for Disseminating Norms and Standards

Under PR 3, TradeMali aims to help Malian exporters implement quality management systems to establish the Malian origin in export markets as a symbol of quality. Prerequisite to this performance result is to:

- Help Malian institutions a) understand how and why quality has become a mandatory feature of current production and global marketing systems, and b) develop strategies and mechanisms to disseminate and make useful the information on norms and standards and SPS agreements (sanitary and phytosanitary agreements as defined by the WTO), as well as on quality systems required by foreign

markets (EurepGap, British Retailers Consortium, HACCP);

- Ensure that agents in charge of quality control at airports and train stations and at various border entry/exit points are competent to apply required procedures and deliver certificates;
- Assist Malian laboratories in getting recognized accreditations; and
- Support Malian exporters in implementing quality management and traceability systems.

The following table summarizes the activities planned and implemented under this Performance Result:

**Table 3. Planned and Realized Activities for PR 3 (Sept. 2003-Aug. 2004)**

PR 3	Planned during period	Actual	Results	Comments
<b>Activity 3.1:</b> Support for dissemination of norms and standards	3.1.1: Reinforce the national technical Committees on Norms	Held several mtgs and exchanges with public institutions and professional associations focusing on reenergizing the Committees on Norms for Fruits & Vegetables and Animal Products. Initiated discussions with MinLivestock/Fisheries to prepare a certification process for red meat exports. Within this process are quality norms & standards	Process for establishing norms is better known, and problems related to the efficiency of the Committees are identified	Need to inventory past and present initiatives that work to resolve issues related to improved quality in Mali in order for the initiatives to have greater impact
	3.1.2: Organize workshops & seminars on norms & standards	Launched National Quality Program through organization of 2 day workshop focusing on the	MinLivestock implicated in TradeMali's actions to test red meat exports as well as to certify laboratories  Participants (60) representing producers, on-farm buyers, exporters, testing laboratories and government agencies understand the	Will require training of Ministry agents at frontier points. Action programmed for Yr2  Participants were able to self-evaluate their readiness to meet standards by 2005. Public sector



PR 3	Planned during period	Actual	Results	Comments
		<p>horticulture subsector. Topics: regulatory requirements imposed by international markets. Trainer was Senegal's ECOCERT representative. Malian professionals from AMAQ and the private sector assisted. A representative from the Dutch CBI (export assistance agency) also participated.</p> <p>Intensive 2 day workshop for private sector operators</p> <p>Intensive 1 day workshop for GOM agencies</p>	<p>tight health and phytosanitary regulations in place, schedules and planning required, reasons behind stringent requirements, and their implications at all points of the supply chain</p> <p>23 participants worked on CaseStudies as a way to understand GAP (Good Agricultural Practices) and to adopt systems modifications in their line of business in order to comply with international trade standards</p> <p>15 participants (DNI, DGRC,LNS, LTA,LNA,LCV) were updated about quality production and processing norms, control requirements and follow-on procedures for products that do not meet quality standards. Better understanding of the shared responsibility if public agencies allow non-conforming products to pass through their service</p>	<p>understood the gap between existing practices and the requirements imposed by the EU</p> <p>Getting exporters to put into place a verifiable Quality Control system in their place of business became TradeMali priority for subsequent years. The systems require strong dedication and new allocation of resources. GOM agencies play a pivotal role to guarantee export quality products for Mali to establish itself as a credible source of agricultural products</p>
<b>Activity 3.2:</b> Support for laboratory accreditation	<p>3.2.1: Audit national laboratories</p> <p>3.2.2: Design upgrading plan for accreditation</p>	<p>Rapid evaluation of 3 laboratories: LNS, LTA, LNA plus Toxicology Dept of LCV. Three sample testings were requested.</p> <p>Activity reprogrammed for Yr2</p>	<p>Evaluation revealed mgt training needs, equipment and chemical shortage. Priority actions were proposed as well as need to reduce costs of phyto-pharmaceutical and phyto-pathology analysis</p>	<p>Training, equipment upgrading, and certification of Malian testing laboratories have been undertaken largely by UNIDO. TradeMali could support the measures when appropriate.</p> <p>TradeMali is considering dropping activities 3.2.2 and 3.2.3 from its Yr 2 program (see above)</p>

PR 3	Planned during period	Actual	Results	Comments
	3.2.3: Up date accreditation	Activity reprogrammed for Yr2		comment)
Activity 3.3: Support to exporters for implementing quality management systems	<p>3.3.1: Conduct company diagnostic (quality)</p> <p>3.3.2: Design individual plan to implement quality management systems. Search for technical and financial support programs</p> <p>3.3.3: Train Malian trainers in quality, norms &amp; standards</p> <p>3.3.4: Implement quality management systems (GAP)</p>	<p>8 exporting agri-businesses were audited (Flex, Mali Primeurs, TEM, Negotrade, Niram-Mali, Fruitex, IB Negoce, Fruitière du Lotio), which together represent about 90% of volume of mango, green beans, okra &amp; red pepper exports in 2004</p> <p>Participating companies provided with documents to establish and implement a quality management plan</p> <p>Malian from AMAQ was trained as a potential trainer in quality, norms and standards</p> <p>Activity programmed for Yr 2 &amp; Yr 3</p>	Revealed areas each company must prioritize over the next 6 months to reach export quality standards.	

#### D. PR 4 Increased Opportunities for Selected Agricultural Product Exports



The success of Malian enterprises in export markets relies on their ability to develop a new approach to (i) managing the production and marketing processes, (ii) strategic decision making on key issues such as market diversification and innovation, (iii) willing to invest and plan ahead in order to create value and transform the comparative advantages of the Malian agricultural supply chains into competitive advantages. Competitive pressures on Malian exporters in the global market with regards to innovation are rapidly increasing. Barriers to enter new markets or expand existing ones proliferate with the application of new regulations created by foreign government agencies and consumers/buyer's stringent requirements. Under these circumstances, only the fittest and wittiest enterprises will survive. An in-depth understanding of the forces driving the supply chains is a *sine qua non* condition to succeed in the export business. Successful businesses recognize that good management of the supply chain and the market demand reduce costs and generate greater profits. However, exporters need – at the start up phase - to be supported by public agencies through investment in the most

appropriate infrastructure and equipment. This requires the establishment of mechanisms to promote dialogue and to strengthen private-public partnerships.

In order to maximize the achievement of tangible results, TradeMali opted in the first year to focus its efforts on five (5) value chains: mango, potato, red meat, rice, shea butter. The selection of these value chains was based on market potential in the West Africa sub-region and in Europe, and on windows of opportunity determined by existing production cycles.

To increase external trade of Malian agricultural produce, TradeMali fixed two intermediary results as its main objectives: 1) create an enabling environment for trade; and 2) focus on those products with the potential of being major competitors on the international scene. The first intermediary result was analyzed in the previous section (Sub IR 1.).

##### **Technical Assistance Provided by TradeMali to 2004 Mango Exports**

- ◆ A mango export specialist (Four 10 day mission)
- ◆ Two technicians assigned to 6 export/processing enterprises
- ◆ Orchard prospecting
- ◆ Strategic planning & programming
- ◆ Training cycles in picking/harvesting/sorting/conditioning, packing & container stuffing
- ◆ Logistic support
- ◆ Infrastructure support
- ◆ One full-time technical staff

## Sub IR 2.2 – Increased competitiveness of Malian exporters of selected agricultural value chains

The increase in the competitiveness of Malian exporters will result from three interrelated components:

- Designing and implementing a sound quality and risk management system is a pre-requisite to enter the distribution channels in European markets (PR 3)<sup>1</sup>;
- Knowing market potentialities and characteristics through a thorough exercise of market identification and evaluation (PR 4);
- Putting into place a contractual framework between the various groups of operators in the selected supply chains (producers, exporters, suppliers and support structures) in order to formalize agreements and encourage their strict application (PR 5).

### PR 4. Increasing export opportunities for selected agricultural value chains

Under PR 4, TradeMali aimed to (i) help Malian exporters benefit from market opportunities by promoting Malian producers and products (SUPPLY) to foreign buyers and investors and by exposing Malian exporters to the realities of export markets, (ii) characterize the demand in target markets to better know current tendencies and requirements, particularly in neighboring countries and Europe, and (iii) assist selected supply chains to get better organized and find solutions to problems limiting their development.

<sup>1</sup> This first component was treated in the previous section

A first group of activities enabled TradeMali to analyze the demand and evaluate the supply potential, while assisting the exporters throughout the export cycle. Activities included:

- Commercial assessment mission to Senegal, research on the Web, meetings with Malian and foreign professionals during study tours, networking with Malian operators, foreign buyers and investors, receiving commercial missions from abroad (i.e., Ghana, Gabon and Congo for red meat, Senegal, Belgium and Germany for mango), data collection on French and Dutch markets by a French fruit and vegetable specialist during the mango season, a thorough documentary analysis and the conduct of several studies on target supply chains by internal technical staff and external consultants.
- The analyses of the product supply and export conditions through studies of the mango and potato supply chains. Two pilot initiatives were also conducted (real time market studies) along two logistical corridors: (i) Bamako – Sikasso – Abidjan – Europe and (ii) Bamako – Dakar – Europe (new logistical option being). Another study was co-funded by the World Bank and TradeMali on market infrastructures (part of the preparation process of the forthcoming World Bank PCDA – *Projet de compétitivité et de diversification agricole*). A team of international experts and local consultants did the study.
- TradeMali participated in the start up of operations and initial stages of commercial partnerships between Malian exporters and foreign investors and importers: Senegal, Mauritania, Gabon, Congo, Guinea, Ghana, Côte d'Ivoire (for red meat); Senegal (potato and mango) and Europe (mango).

- An in-depth study of the transport and logistic components of the supply chains was done with local transporters, clearing agents, suppliers of reefer containers and other equipment such as clip-on, the Malian-Senegalese railroad company TransRail, sea freight forwarders such as Maersk Lines, Ivoire Logistique, Cross Links, SDV-Geodis. The study concluded that transport logistics is in a very poor state in Mali: there is an almost total lack of reefer trucks, the railroad services to Senegal are not reliable, and the road to Dakar is hardly practicable for the transportation of reefer containers.
- Following the several pilot operations and the study of the demand and supply chains, TradeMali organized two workshops that presented and discussed the results of the 2004 potato and mango campaigns. The presentations as well as the discussions (in sub-groups) led to a series of recommendations which were compiled to provide the basis of comprehensive Action Plans for the promotion and development of the respective supply chains, and the setting up of monitoring committees. In a general way, these workshops paved the way towards making the professional associations more dynamic and ready to take charge of their own development.

*A second group of activities* aimed at strengthening exporters, particularly enabling them to identify investment opportunities, secure financing, better manage post-harvesting and conditioning, and get ready for commercial missions and study tours:

- Investment opportunities were discussed with foreign and local promoters:

- Mango: Malian-Senegalese partnership, German and Belgian importers;
- Potato: construction of cold and storage facility in Sikasso;
- Red meat: slaughterhouse in Bamako and BDM;
- For all the supply chains: packing houses with pre-cooling facilities and cold storage and transport equipment to improve the containerized logistics

- TradeMali also collaborated with Mali Finance on the design of Business Plans for the Bamako slaughterhouse and establishing a new packing material factory.
- TradeMali strengthened the capacity of key actors in the mango value chain in post-production technologies, including harvesting, calibrating, conditioning, packing and container stuffing. Training was provided on traceability and data collection techniques and requirements for target markets.
- Technical assistance helped mango exporters understand and comply with quality requirements, sea freight logistics and new international trade regulations.
- Financial and technical assistance enabled mango exporters to get access to cold storage facilities and sustained commercial alliances between Malian exporters and European and Senegalese buyers.

- A commercial mission involving two Malian exporters of fruits and vegetables gave them a better understanding of the potato and mango markets in Senegal. Another mission to Guinea set the basis for a commercial alliance between meat exporters and a Guinean supermarket, which could also be instrumental in getting entry to the Sierra Leonean and Liberian markets.

Finally, a *third group of activities* aimed at setting up or reviving national steering committees groups (“cadres de concertation filière”). Several meetings involving mango exporters and other operators of the supply chain, public

**Credit Stockage Vivrier  
increases sales profit**

“The loan obtained from Kondo Jigim (for Credit Stockage Vivrier – rice) allowed us to pay our water fees to ORS, and BNDA’s input supply credit. Profits from sales (of the stocked rice) paid for fertilizer. “

*Boutjini Barry,  
Ladji Wèrè/Ségou*

structures (Custom, DNI, DGRC) were held to prepare the 2004 season. A two-day workshop convened more than a hundred public and private participants related to the mango supply chain who worked together to draft a very comprehensive Action plan they shared with TradeMali. A committee named “*Comité d’initiatives mangues* » was created to ensure that

proposed recommendations would be implemented and to see that a national structure, representative of the varied interests of the mango filière, would soon be created. In the case of potato, a follow up committee composed of producers and exporters from different regions of Mali was formed to become the interlocutor of the supply chain with TradeMali.

**Results per supply chain:**

**Potato:** a pilot operation to export 10 MT to Dakar generated data on (i) the capacity of Malian producers to comply with the roles and responsibilities submitted by importers; (ii) the characteristics of the Senegalese market and the volumes imported from Holland; (iii) the road and train conditions between Sikasso and Dakar; (iv) establish the cost structure CIF Dakar; (v) define the key conditions to increase the competitiveness of Malian potatoes in comparison with the Dutch potato, which is shipped to West Africa at levels of 80,000 MT per year, and increasing.

**Mango:** activities led to many interesting results: (i) a much better knowledge of demand and supply factors (price fluctuations, competition from other origins, quality, packing and shipping requirements); (ii) enhanced capacity of planters, harvesters and exporters to master containerized logistics; (iii) new commercial alliances; (iv) new European buyers; (v) raised interest from Malian producers and exporters to comply with EurepGAP and HACCP check lists and to work through Dakar using multimodal logistics; (vi) a greater appraisal of what quality systems entail and require in terms of investment, discipline and involvement. As a result, exports exceeded 3,000 MT in 2004, which prompted a new dynamism in the supply chain.

**Red meat:** TradeLinks can boast of fairly good results: (i) data on the supply of red meat (collected with the Bamako slaughterhouses and current / potential exporters); (ii) data on several African markets; (iii) identification of market openings in North Africa; (iv) a Letter of Agreement between TradeMali and SMPCA, an Ivorian company established in Mali (under negotiation); (v) Terms of Reference for the Red Meat workshop (comments awaited from the Ministry of Livestock

and Fisheries); (vi) new capacities and livelihood for Touareg women of the Kidal region in the transformation of camel milk into cheese; (vii) new commercial alliances underway.

**Shea butter:** activities included: (i) the analysis of the supply parameters at the level of producers associations; (ii) a position paper on shea butter enabling TradeMali to disengage from the shea butter value chain; (iii) an analysis of various samples. Upfront, major difficulties hinder the exportation of high volumes of shea butter, which would require technical and financial resources that TradeMali does not avail. It was

recommended to drop the shea butter value chain and concentrate on other groups of products.

**Rice:** The competitiveness of the Malian rice compared to that of the Asian rice is hypothetical. The price of Malian rice is almost twice as much as prices of Asian rice in the sub-region. A study delineating the components of Malian rice competitiveness has been done, and a workshop to discuss its conclusions is planned for November at the Office du Niger in Ségou.

**Table 4. Planned and Realized Activities for PR 4 (Sept. 2003-Aug. 2004)**

PR 4	Planned during period	Actual	Results	Comments
Activity 4.1: Characterize target commodity chains	4.1.1: Assess export markets (DEMAND)	Establish parameters of demand market for: ♦ Mango: Senegal & Europe ♦ Potato: Senegal ♦ Red meat: West Africa, Gabon, & Congo ♦ Rice: Study on rice competitiveness provided characteristics of regional markets ♦ Shea butter: Study revealed strict requirements of export markets, distribution circuits & market segmentation	Export markets better understood (mango, potato, red meat) and supply chain for mangoes and potatoes characterized For red meat, rice and shea butter, the key competitive elements were identified: quality, logistics, infrastructure, profit margins	For all the commodity sectors, matters related to variety, yields, quality, infrastructure & logistics constitute priorities for TradeMali support. These are all factors that block expanding to new markets

PR 4	Planned during period	Actual	Results	Comments
	4.1.2: Analyze product supply and barriers to trade in existing and potential markets (SUPPLY)	<p>Identified buyers and volumes/purchase conditions, terms of sales.</p> <p>Identified/selected Malian exporters; analyzed purchase procedures chart and technical specs</p> <p>Focused efforts on volumes exported, intrinsic quality of products, marketing aspects (treatment, packaging, mounting on pallets, cost structures, scheduling, logistics)</p>	<p>Analysis of supply points to lack of competitive posture of exporters, unfamiliarity with production, high landed costs, high input costs, erratic quality, lack of control of logistics chain, lack of market trend information, insufficient infrastructure, weakness of a label "From Mali," as compared with competition.</p> <p>Comparative analysis of transport logistics (MAERSK, SDV-DELMAS, CrossLinks, Ivory Logistique)</p>	<p>Continued work required on analysis of supply chain ; needs to be done in collaboration with other partners, financing institutions; need better coordination among these structures, particularly to seek investment and funding sources.</p> <p>Ongoing supply chain analysis will lead to identify costs at each link and find ways to reduce them to improve chain's performance</p>
	4.1.3: Assist exporters (real time exportations) – existing and new exporters; Existing and potential markets	Mount pilot operations (sent samples, sent exports, logistics research, analysis of input supplies and cost structure)	<p><b>Potatoes:</b> 16 MT but no subsequent orders (quality &amp; cost issues). Intangible results: interest on part of producers and exporters to improve competitiveness of product</p> <p><b>Mangoes:</b> 140 MT from Bamako to Europe using multimodal logistics: Interest by potential investors, collaboration with World Bank &amp; Dutch Cooperation for rehabilitation of airport processing plant &amp; its management, data bank established, relaunching of filiere by professional associations</p>	TradeMali will have to emphasize: Production, quality, processing, precooling and refrigerated containerized transport



PR 4	Planned during period	Actual	Results	Comments
	4.1.4: Organize workshops on campaign results	Workshops held for mango and potato: Summary of export season Results of export operations Success requirements for exports	Put into place collaborative frameworks, strengthened ties among diverse professional associations, understanding of the stakes involved in development of filières	Workshops were dynamic; assembled more than 100 participants each. At each workshop, participants elected representatives to take responsibility for the development of their respective filières. TradeMali will support these initiatives
	4.1.5: Design Action Plan per filière	Completed two work plans; mango and potato	Development of work plans by professional associations	Work plans developed are serving as basis for TradeMali's program and priorities
	4.1.6: Write Position Paper on Shea	Study: "Positioning of Project in relation to the Shea Filière" completed	Study showed that limiting factors to developing exports was the lack of quality of the product	Conclusion led TradeMali to drop the filiere for the second year permitting to concentrate on other supply chains.
Activity 4.2: Strengthen capacities for exporting companies	4.2.1: Identify investment opportunities	Identified cost-cutting measures to increase profitability. Other elements to encourage investors were discussed such as: abundant quantities of mangoes, possibility of external funding for marketing infrastructures, number and commitment of exporters to improve their professionalism and to invest in management programs to improve product quality	Opportunities to reduce costs identified and discussed with exporters and producers Six investors identified and preliminary discussions under way for putting into place partnerships, infrastructures, and supplying inputs and transportation means	Rehabilitation of airport's processing plant drew attention of donors (World Bank & Dutch Coop), who agreed to completely overhaul the plant for the 2005 season. This will entail: a) technical study – World Bank; b) rehabilitate the station, management system, supply TA- Dutch Coop. Start-up fund to be put in place. Several Malian operators showed interest in taking over management responsibilities
	4.2.2: Develop financial packages	Assessment of business plans submitted	Contacts established with Mali Finance for business plan preparation and assistance for identifying funding sources (cold storage – Sikasso, Packaging material factory – Bamako)	TradeMali will increase collaboration with Mali Finance to develop financing products for future seasons and for infrastructure

PR 4	Planned during period	Actual	Results	Comments
	4.2.3: Train exporters in post-harvest technologies	Recruitment of mango technical specialist and technical team leaders	Improved fruit quality New competencies in: collecting, sorting, processing, packaging, putting on pallets, and container stuffing	TA was an essential component for success of 2004 mango season. Year 2 program will expand technical support to producers and exporter to improve product quality and to master logistics of containerized transport
	4.2.4: Prepare commercial missions	Out-going mission to Senegal for potato and mango exporters In-coming red meat mission (Congo, Gabon & Ghana) Out-going mission to Guinea to validate agreement between Group Bobo & Bamako's Refrigerated Slaughterhouse (AFB)	Mission to Senegal led to two pilot operations that amassed significant information on competitiveness of filieres in the sub-region. Red meat missions established market parameters and pinpointed major constraints to export.	It is important to provide clients with basic market information and potential contacts before travel.  Careful preparations are required prior to embarking on trade mission (in-coming or out-going). Sharing information upon return from mission with partners and actors in the filière is critical
Activity 4.3: Put in place/ support ( <i>Concertation</i> ) frameworks per filière	4.3.1: Identify existing structures and strengthen professional associations	Invited principal actors of the filiere to be involved in TradeMali led development actions: prepared and followed-up 2004 season (mango and potato), searched for markets, discussed constraints and searched for solutions (red meat & shea)	Actions undertaken with partners of potato, mango and livestock filière helped prioritize development actions needed and bring together collaboration among professional associations	TradeMali has to grasp the opportunity to accompany the emerging collaboration among professional associations so they can take charge of filiere growth, development and sustainability.

## E. PR 5 Improved Partnerships for Selected Agricultural Product Exports

Under PR5, TradeMali supported contract negotiation, then provided follow up and assistance for their implementation, starting with planning and programming, coordination of activities and promoting collaboration between exporters.

Presently, commercial agreements are mainly done informally, which in many cases opened the door to the non respect of the terms of the agreements. The pilot initiatives, however,

were covered by formal contracts formally engaging both exporters and importers.

#### Support to contract negotiation (5.1):

Models of contract were developed and proposed to exporters to define roles and responsibilities between exporters, importers, carriers, transport companies such as Maersk Lines and technical consultants. Another contract model defined collaborative relations and responsibilities between TradeMali and its various partners.

#### Support / follow up on contract execution (5.2):

These activities ensured that contracts between TradeMali and its partners were properly executed, according to the terms stipulated in the contracts for the following:

- La Fruitère du Lotio, a Malian exporter, and two Senegalese buyers signed contracts to conduct market tests for Malian mangoes and potatoes in Senegal;
- Niram Maraîcher Mali and Mali Primeurs concluded agreements with their European buyers regarding market tests using containerized logistics;
- Contracts signed for various technical assistance consultancies, notably:
  - Virginie Pugnet: preparation and follow up of the mango campaign, assistance to implement

quality measures and basic traceability procedures, and to enhance capacities to export mangoes by sea freight;

- Pierre Gerbaud: weekly market intelligence during the Malian season and data collection on the evolution of the European market;
- Pape N'Diaye: support to TradeMali pilot initiatives in Senegal and follow up on the logistical aspects of mango exports transiting through Dakar;
- Sabine Willems: study on the Dutch potato and onion supply chains in the West African market.

Activities under 5.2 required continuous support from the TradeLinks unit to ensure that the exporters' programs were conducted according to predefined requirements. As a result of close support and monitoring, it was possible to evaluate the feasibility of the mango and potato exports to both the sub-region and Europe, analyze all the elements of the supply chains and related components in terms of their competitiveness. The results of these analyses then enabled TradeMali to create the best exporting conditions possible under prevailing conditions in Mali so that Malian exporters could achieve their objectives for 2004.

Results showed a notable increase in mango exports to Europe and the sub-region, a « first » in the history of Malian mango export sector. Even brighter prospects are expected for future campaigns.

**Table 5. Planned and Realized Activities for PR 5 (Sept. 2003-Aug. 2004)**

<b>PR 5</b>	<b>Planned during period</b>	<b>Actual</b>	<b>Results</b>	<b>Comments</b>
Activity 5.1: Support contract negotiation	5.1.1: Elaborate export contracts & support contract negotiations	Sample contracts provided and reviewed with Malian exporters; Support to contract negotiations: Red meat: Congo(1), Guinea (1), Ghana (2), Ivory Coast (3), Gabon (1), Senegal (2) Signed contracts: Potatoes: (3) Mango: (3)	Contracts or Agreements negotiated and signed between exporters and importers, service providers and transporters, but no formal agreements between exporters and producers	Contracts under negotiation (red meat) are follow-up by importers, who await better export conditions to take hold (price and logistics)  Senegalese importers implicated in Year One Malian exports will be contacted again to work with TradeMali for the 2005 season
Activity 5.2: Follow up contract implementation	5.2.1: Support export operations *	Tested potato and mango exports to Senegal; Close follow-through of mango exports to Europe	Few concrete results for potatoes 600 MT mangoes exported to Senegal Close to 3000 MT mangoes exported to Europe, New markets (Germany, Spain, Holland, Belgium), potential interested investors	Pilot exports to Senegal allowed the completion of cost and logistics analysis Results and comments by European mango importers are taken into consideration; included in Year 2 work plan.
	5.2.2: Analyze results and conduct workshop	Two end of season workshops held regrouping all professional associations and actors of the mango and potato filieres, partners and financing institutions	Results were carefully analysed in reference to competitiveness, and specific actions were recommended for growth of exported volume for up-coming season	Rice and red meat workshop planned for first semester of Year 2
	5.2.3: Disseminate information	Written press, radio and TV interviews (ORTM) covering export results and workshops held. Technical specification sheets prepared for camel milk cheese production	TradeMali has developed a reputation for actions in the export sector and for bringing together disparate organizations and structures	

## F. PR 6. Improved Capacity of Market Information Systems for Selected Agricultural Products (e.g., OMA)

TradeMali put into place this first year a communication strategy that



focused more on gathering information about market flows, market demands, quality standards and trade regulations than on the institutional delivery system. During the same period, the project reinforced its “filière” approach. The refinement required that the supply chain of a targeted product be informed, involved, and finally committed to improving the quality of the product and the logistics needed to get it to market. It also included providing a competitive price for the commodity exported. Determining price competitiveness is based in part on the accessibility of market prices and market information for all actors in the supply chain. As import prices fluctuate frequently, timely information on market prices is critical to actors in the chain. For the Mango filière, TradeMali contracted the services of a market intelligence specialist in Europe who not only provided weekly market retail prices, but provided exporters with reports on the condition of their fruits upon arrival and the prices they fetched at their destination markets. The information compiled for this season will allow better programming for next year, as Malians in the filière can better program time arrivals of their mangoes at European markets when competitors such as Brazil, Mexico, Ivory Coast and Senegal have lower seasonal production, and when prices of imported mangoes are higher.

During this first year, TradeMali approached two types of organizations responsible for market information: those involved with gathering and delivery of information (**Activity 6.1**); which included OMA, CESP, ORTM, ON, DNCC, the CLIC project and rural radios (in regions where TradeMali sources most of its targeted products). Activities included upgrading the equipment of information gatherers and deliverers (DNCC), and expanding the scope of market intelligence for another (OMA).

The other types of organizations were consumers and beneficiaries of market data and information systems (**Activity 6.2**). This included agro-enterprises, professional associations, women’s groups, service providers and the general public. The information gathered was diffused through “*rencontres professionnelles*,” training sessions and media outlets. The information consisted of technical sheets, specifications on norms, standards and quality, and results of pilot operations, including statistics on duties, prices and size of imports/exports. A primary objective of developing a broad array of information sources for these groupings was to complement visual or graphic and audible messages with written documentation. This would encourage maximum retention about the filière and allowed each participant to events to take home physical information packets. An assumption of the strategy is that these structures and organizations will eventually be able to charge a fee to their members for such services. If the assumption is correct, it increases the chances that the information delivery can become a more sustainable activity.

A secondary objective of using the printed, audio and TV media was to establish a larger awareness base about the relevance

of each segment of a filière to the quality of the “finished” or exportable product.

While the results of project activities this first year increased the flow of information about targeted filières and provided

information about the relevance of project activities, they showed that the project did not touch sufficiently the organizational structure of the communications delivery systems or the content quality of the information disseminated. This will have to be better addressed in successive years of the project.

**Table 6. Planned and Realized Activities for PR 6 (Sept 2003- Aug 2004)**

<b>PR 6</b>	<b>Planned during period</b>	<b>Actual</b>	<b>Results</b>	<b>Comments</b>
<b>Activity 6.1 Capacity building among information institutions</b>	6.1.1 : Contact and discussions with USAID projects, URTEL, CODI, OMA, CESP, ORTM, AMAP	Met with service providers, the institutions planned under the activity (USAID related projects, URTL, CODI, OMA, CESP, ORTM, AMAP), and 15 rural radio stations.	Production of a video on mangoes with CESP assistance, video coverage of events by ORT, placing of press releases and articles in the written press, established training needs of rural radios	Inclusion in Yr2 workplan is the training of communication personnel on preparing economic reporting based on knowledge of economic terms, research and understanding of trade norms and standards
	6.1.2 : Conduct IT needs assessment of DNCC	Assessment conducted	Computer needs translated into purchase of equipment, and installation of direct internet connection is requirement for accessing and disseminating market information. Application for Internet connection processed	Training needs will have to be addressed once equipment is installed. Decision on upgrading Web site will have to be made during Yr 2
<b>Activity 6.2 Improve information products</b>	Activity 6.2.1: Press articles for all filières	Articles prepared, submitted and published on : Reporting-out potato workshop (2 articles), on Journées Mangues (3 articles), Quality Management workshop (4 articles), and general articles on the TradeMali project including launching of project in Bamako, Timbuktu and Sikasso, & info ads related to RFPs for subcontracts (10 articles)	Broad print coverage through publication in <i>Essor</i> , <i>Indépendant</i> , <i>Ecos</i> , and <i>l'Observateur</i> . Each paper produced a different interpretation of the event, and mostly in a positive vein. One newsprint indicated they will cover project activities free of charge because of its particular interest to its readers	No articles on red meat and rice were prepared but scheduled for Yr 2 after test operation or workshop held for the filière.

PR 6	Planned during period	Actual	Results	Comments
	6.2.2 : Content for radio messages on filière and project highlights	<p>TradeMali technicians interviewed for radio programs</p> <p>1: on potato pilot operation, 2. on the Mango campaign</p> <p>Three broadcasts related to project launching in Bamako, Timbuktu and Sikasso (3 for each ceremony),</p> <p>An ORTM radio broadcast on quality awareness and standards workshop</p>	<p>Two interviews were repeated three times in different national radio rebroadcasts, allowing for a broad listening audience.</p> <p>National radio has developed interest in covering project activities because of their relevance to economic issues</p>	Radio programs on red meat and rice are included in Yr2 workplan.
	6.2.3: Televised messages	<p>1. Two produced &amp; televised broadcasts of Journées de la Mangue</p> <p>2. One produced and televised broadcast of Quality Awareness in Export</p> <p>3. Three televised reports of project launching in each region: Bamako, in Timbuktu and in Sikasso</p>	Mango program was rebroadcast twice in one week for broader diffusion and greater impact on understanding importance of new import requirements. National TV shows interest in project activities	Appeared on national TV at the evening news.
	6.2.4: Conception and diffusion of video messages	<p>1. For Mango, a video was completed, covering selection and picking to sorting, washing, packing and exporting</p> <p>2. Video footage collected for red meat, potato and rice, but insufficient to produce a complete video</p>	Video shown at <i>Journées Mangue</i>	Film could only be completed at end of export operation. Broader diffusion is planned for Yr 2. Showing the video on national TV is programmed for Yr2 With new video camera, and an earlier start for the filières red meat, rice and potatoes, completion of their videos is programmed for Yr2.
	<b>Activity 6.2.5:</b> Conception and diffusion of technical sheets	<p>1. Conception of the “Perfect Exporter” guide was initiated in collaboration with the DNCC</p> <p>2. Conception and production of two “Mangoes of Mali” brand stickers for export of fruit via sea and via air</p> <p>3. Conceptualized a technical sheet on Camel cheese production and diffused 300 copies for participant trainees in Kidal</p> <p>4. Production of a technical sheet covering hygiene standard requirements for milking camels</p>	<p>100,000 stickers printed &amp; supplied to exporters as way to establish brand recognition. Each exported mango was “branded” with sticker. Importers expressed satisfaction with the distinction of the sticker</p> <p>Greatly facilitated training as the support was very visual and simple</p>	The draft requires significant revision and must be shortened

PR 6	Planned during period	Actual	Results	Comments
	<b>Activity 6.2.6:</b> Production of Project handout	Conception, layout and content of a project information handout completed within two months of start-up	Rapid information dissemination about project objectives and activities	
	<b>Activity 6.2.7</b> Information workshops for service providers	Workshop held first quarter in Bamako in conjunction with Mali Finance. Two other information sessions held in Ségou and Timbuktu with local service providers	Explanation of public tender process for project technical activities was seen as transparent and equitable	
	<b>Activity 6.2.8</b> Support to develop/improve DNCC, & ON's web site	No action		Activities programmed for Yr2



## G. Gender

First year of implementation provided insight into the complexity of the issues related to gender equity, particularly in light of the overriding project objective, which is to increase exports of targeted agricultural products. In Mali, the agricultural sector is a principal area of intervention for women, the majority of them work predominately in the production



sector (where TradeMali is not present) and in retailing on the domestic market. The export segment of the supply chain is predominately reserved for men, in part because of technical savoir-faire and the important financial means necessary to carry out export operations. Women are very much present at the processing points of various filières, but again this part of the segment of the supply chain is not always involved in project activities since the TradeMali intervenes predominately in fresh produce. Shea butter was one filière that had a significant women participation rate and better gender equity, yet was dropped during the year because of the difficulties of showing the project could have an impact on exports over the medium 3-5 year term. An internal study revealed that there were considerable players and projects that already intervened in the filière, and who were better equipped to address sector constraints.).

A major activity of the gender division was the establishment of a Gender Consultative Committee to better address women

agro-entrepreneurs' concerns and to ensure their active participation in project activities. One of the points that reoccurred during the Committee's meetings was TradeMali's "timid" approach to addressing women related problems in agribusiness. In response, the project devoted parts of the second semester to researching ways and means by which women's issues could be mainstreamed into project planning. The objective is to develop approaches that will improve gender equity in the different supply chains, and to reduce the barriers to women participation in each segment of the targeted filières.

In spite of the above, on balance, it is evident that women participation in the project focus was not ignored as shown above in Chart 2 of Section II B. In fact, of the 1,116 participants to TradeMali activities during Year 1, 383 were women, which represent 34% of the total. In addition, the project was able to survey the specific needs of women's associations and women owned enterprises, which have been taken into consideration for activities planned over the next year and a half.

A decided advantage of the project to date is the existence and operation of its Gender Consultative Committee. Its members are people with broad experience and great competencies. The fact they are engaged in providing recommendations is useful to reaching project objectives. The Committee is composed of decision-level public sector and private sector individuals, and representatives of professional associations, which make the entity an ideal consultative platform to promote a public/private dialogue on export related issues.

The following table is presented in a cross cutting format, recounting gender actions within each of the six Performance Result sections described above in sections A to F.

**Table 7. Planned and Realized Activities for Gender Activities (Sept. 2003-Feb. 2004)**

<b>Gender</b>	<b>Planned during period</b>	<b>Actual</b>	<b>Results</b>	<b>Comments</b>
PR2 Public/private sector dialogue	Activiy1: Put into place a gender <i>Comité Consultatif</i> Activity 2: Organize regular meetings  Organize a lunchoen debate	Committee held first mtg in Jan. 04  Second mtg held in May 04  Held a mini-forum in its place	Committee is informed about TradeMali's work plan  Committee is informed about project's activities, and provide feedback  Participants inform project of their needs to expand exports & provide recommendations	Carefully selected members provide guidance for reaching project objectives
PR6 Capacity building of associations and agro-entreprises	Evaluate needs	Meetings with: 1. women on-farm buyers (mangoes) from Bamako region, 2. Nieleini rug making group of Ségou 3. Mango processors group Segou and Sikasso 4. Association of women fruit and vegetable traders, Kati	Identified business support needs: training, information, technical assistance and financing	This is also an area where we will seek input and recommendations from the Mission's gender specialist  If the model proves successful, TradeMali will share experience with other USAID projects
PR 6 Capacity building of associations and agro-entreprises		Women participate in training and information sessions: mango picking to avoid sap damage, handling, sorting. Training of 263 women in Kidal on camel cheese production	Information transferred on international quality standards required from picking to packaging  Acquired technical skills on processing camel milk into a product of commercial value	

Gender	Planned during period	Actual	Results	Comments
PR 2 Public/Private dialogue  PR 3 Diffusion of norms and standards PR 5 Develop partnership among actors within supply chain	Participation of women in foras and workshops	1. 10 women participants (15%) in potato workshop, Sikasso 2. 17 (21%) businesswomen and processing personnel participants in quality management workshop 3. 15 (23%) businesswomen and processing personnel participants in Mango workshop	Participants understand the problems of quality control in the filiere and participated in identifying solutions and Yr 2 work plans	
PR 4 Commercial prospects (demand assessment)		Provided technical assistance to: 1) women groups: Groupement des Femmes Art et Metier du Livre (T'btou) 2) ASTRAPAL (Assoc of Processors): Export pilot test of dried condiments to Canadian importer	Association is duly registered as a formal entity  Samplings of six products, along with technical specification sheets sent. Analysis completed by Malian testing laboratory	Handicraft exposition is planned in Yr 2  Results of operation indicate additional quality training is required

## H. Northern Initiative



TradeMali had the advantage of having CARE/Mali as one of its subcontractors, and thereby had immediate access to regional offices in Timbuktu, Mopti and Ségou. The Timbuktu office was headed by CARE's regional

director, who assumed the role of Coordinator of TradeMali activities for the Northern region at project start-up. Having worked in the region for over 7 years, he hit the ground running, was involved in developing the work plan and immediately began project interventions that became an expanded filière approach, not being limited to the five target sub-sectors.

The plan for Year 1 was to: a) prospect for potential high value exports that had ready markets, b) conduct a pilot rice storage-financing scheme (Credit Stockage Vivrier) at the village level, and c) arrange professional organizational meetings and training sessions for regional agro-businesses. The three activity types were implemented successfully, with some exceeding expectations.

### Prospecting high value exports:

Three products showed promise in light of the knowledge base of market demands; they were: the spice anis, which in Mali is only grown in and exported from the Timbuktu area; cheese from camel's milk because a North Africa demand market was identified; and certain handicraft items made in part of hides and skins which had a potential overseas market as revealed by tourist purchases.

*Anis:* To get a handle on the crop and its export, TradeMali organized a *Journée de l'Anis* in Diré which brought together producers, processors and exporters under one roof to discuss constraints to improving the quality of the product (dried anis seeds) and expanding exports beyond the already known destination markets in the sub-region, stretching as far as Nigeria and the Ghanaian coast. An Anis Steering Committee was established among participants, which met regularly for five months and has established a filière action plan. The plan includes responding to a major European importer's (DUCROS) request to send a trial sample, and conducting a destination market study to assist producers and processors to add value to the product that has to date, been sold in bulk. A preliminary agreement has been reached with a West African research center to establish a demonstration site and to conduct research on agricultural practices that will increase product quality. TradeMali and PRODEPAM have agreed to work together on developing this filière, which is estimated to produce about 775 tons of anis seeds per year.

*Camel milk cheese:* In an effort to tackle the elusive issue of a largely under- or un-employed nomadic populations of the Northern region, TradeMali initiated a pilot program that on the one hand targeted demand market in North Africa for camel milk products, and the underemployed population in and around Kidal. With the second largest camel herd in Africa, developing the production and commercialization of camel-based products represents a potentially economic opportunity for much of Mali's nomadic population. It is within this context that TradeMali organized training sessions with RADEC, a local PVO based in Kidal, on the production of processed camel milk, and particularly cheese. The pilot program included training local groups in production techniques as well submitting samples of the processed product to testing

laboratories to verify sanitary and quality conditions. During the year, more than 260 women and 240 men were trained and approximately 250 kg of cheese was produced.

**Handicrafts:** This diverse sub-sector has multiple points for potential interventions. TradeMali determined during the year to focus on two small initial involvements, which have a good chance to impact marketing of craft items produced in the North. The first is a broad approach geared to help “bring information about world craft standards to Mali,” and “prepare Mali to export specialty craft items to the world.” The activity includes upgrading the sector’s visibility to international markets through a better use of the Internet. The mechanism will be to equip the existing regional *Chambres des Metiers* structures with computer equipment. *Chambres de Metiers* are craft guilds mandated to represent all artists, craftsman and handicraft professionals in their region. At their request, TradeMali agreed to work initially with the Chamber’s network rather than through individual craftsman, as has been the practice of many externally funded projects. During Year One, the Timbuktu office defined with the Chambers a limited three- step program that will: 1) equip the chambers with computers and digital cameras, 2) assist in upgrading an existing web site to add an interactive handicraft section, and 3) to train members of the Chambers on use of the equipment and Internet access through displaying and marketing craft items and accessing web sites that provide information about current handicraft trends.

The second activity is more restrained and focuses on a women’s group (*L’Association des Femmes Amis de l’Art et du Livre*) that had been trained to reproduce small graphic inserts found in old manuscripts into larger sized paintings. The women had a product but little experience or know-how to



market and promote their works. During Year I, TradeMali worked with the group to first organize them into a officially registered association, giving them legal authority to commercialize their product, and subsequently to assist them in organizing a public exhibit of their work in Bamako to market test their product, obtain feed back and initiate a cash-flow to allow them to expand their existing small stock of reproductions. The exhibit is planned for Year 2.

### Crédit Stockage Vivrier (CSV)

During Year 1, TradeMali took significant steps to put into place this financing scheme in the Timbuktu region. I was introduced last year by CARE in the Djené areas and expanded this year in the Ségou area through TradeMali’s regional office there. As the product was new to the Timbuktu region, a series of information missions were made to over 50 rice producing zones in the broad corridor stretching from Niafounké in the West, to Goundam, Diré and Timbuktu to the East. The CSV strategy was presented to each community’s NGOs and local associations as well as the region’s technical services, agricultural cooperatives and various financial institutions. Capacity and credit worthiness of the producer organizations and their needs were assessed. In the end, five village associations joined the CSV program, each contributing a warehouse facility. While 240 small producers were involved in five 5 villages (including a women’s group of 120 members), at the end, financing was not made available by the micro-financing institutions. However, 374 bags of 80 Kg (31.4 tons) of rice were stored at harvest, and all were marketed for the local market at a higher price than the price fetched at time of harvest. The Mali Finance project partnered with TradeMali in the CSV for the Timbuktu region, as well for Ségou and Djené.

## BusinessForum

Prepared and organized through a local service provider, the BusinessForum is an innovative product that is a structured platform for planning, decision-making and action-backed solutions to problems that affect a particular region or zone. It reaches out to entrepreneurs that might not be members of professional associations, thus it tries to mainstream a participant base that is often by-passed by development efforts. A two-day BusinessForum was organized and held in May 2004 in Timbuktu. The event brought together 32 dynamic business people including several public sector representatives. Interestingly, each participant paid to attend the event. Participants, coached by a local service provider, worked to identify solution to problems not exclusively related to export, but faced by the entire business community. Through different commissions, the Timbuktu BusinessForum became a

focused group that was committed to resolving issues related to the region's isolation. The BusinessForum developed a short and long-term vision of a reduced isolation, outlined basic public and private to work towards attaining that vision, and formed a follow-on Action Committee. The Committee transformed itself into a legal entity, and since May, has met regularly to finalize a work plan that ascribes most of the responsibilities to the local business community. A tangible result is an awakened sense among local business leaders that they be involved and to take charge of local development efforts if resolving isolation issues are going to be efficient and increase trade to and from the region.

**Table 8. Planned and Realized Activities for the Northern Initiative (Sept. 2003-Aug. 2004)**

Activity	Planned during period	Actual	Results	Comments

Activity	Planned during period	Actual	Results	Comments
Activity 1: Crédit Stockage Vivrier (CSV)	Activity 1.1: Information collection and training	<p>Presentation of the crédit stockage vivrier rice/paddy activity to technical assistance services, NGOs, associations, and agricultural cooperatives in the production areas of Timbuktu</p> <p>Identification of 8 potential cooperatives to participate</p> <p>Conducted CSV feasibility study in identified areas</p> <p>Stock of 126 tons warehoused</p>	<p>Considerable interest on the part of rice producers and NGOs</p> <p>Eight are identified in Timbuktu</p>	The producer organizations have stocks and are seeking support from TradeMali to identify domestic and export markets
	Activity 1.2: Negotiation with financial institutions	Meeting between BNDA, Nièsigiso, NGK- Niafunké, Africare (in Goundam and Timbuktu); Drafed MOU	Financing was never released, village associations stocked rice, but did not receive financing	
Activity 2: Professional Meetings	Activity 2.1: BusinessForum in Timbuktu	Participation during 2 days of operators, agro-entrepreneurs, and local service providers, coincided with Launching ceremony	Effective follow-through	
Activity 3: Commercial Prospects	Activity 4.1: Northern handicraft products	Information meeting with the regional guild chamber	Existing needs for logistical support identified	
	Activity 4.2: Anis	Information collection at the SLACAER and from major anis producers and exporters Organized Anis promotion day with 30 representatives of the filiere (producers, processors, exporters)	Filière commission established and functioning. Developed work plan to expand marketing network and export corridors	

Activity	Planned during period	Actual	Results	Comments
	Activity 4.3: Camel milk cheese	Prospected the production areas; Meti with the Northern Camel project, trained 480 participants in hygienic milking techniques and basic procedures for producing cheese from camel milk using <i>camifloc</i>	260 women and 220 men in Inagarhe Region of Kidal were trained. 250 kg of cheese suitable for sale were produced (CVL microbiology analysis of samples from the 5 production sites showed good quality)	Market test of cheese in local markets will be undertaken in October. Characterizing and quantifying demand will be critical in determining economic and financial parameters needed to determine if continued activities are justified



## I. Monitoring and Evaluation Activities

Establishing an acceptable Monitoring and Evaluation plan within the confines of the first annual Work Plan was one of the more significant steps required to having the plan accepted by USAID. The M & E plan led to the establishment of Performance Results for specific activities that are detailed below:

**Development of a Monitoring and Evaluation System:** The M & E system had to be developed and approved before the division could begin to collect base-line information, which is the basis for monitoring project performance. For TradeMali, the M & E division had to grasp what the technical teams had planned and how readily their plan was acceptable to USAID. Only then could the M & E division begin to establish performance indicators.

**The Performance Monitoring Plan (PMP):** Preparation of the Performance Monitoring Plan was the activity that took the longest time due to the difficulties of accessing viable trade data and statistics, the multi sources of potential but incomplete and sometimes conflicting information, and because of the sheer complexities of the trade project. The exercise required a series of meetings with USAID and partners in order to refine project indicators and related objectives. The division developed several versions of the PMP of which the latest one was submitted to USAID in August 2004.

**Data collection and analysis:** The collection of base-line data began in October 2003, and required gathering information from various sources (in Bamako and in the regions Ségou, Niono, Mopti, Sikasso, Kati) and at very different levels of detail. Base-line information was also collected from the DNSI, CPS, OMBEVI, OMA, Air France Cargo, and the DGRC

through their phytosanitary services. Taking into account the issue of “reliability” of information, the Division was obliged to gather complementary and corroborating information from sources other than official agencies. As a result, a sample of 20 structured firms and informal traders and truckers were interviewed for export data related to rice, potatoes and mangoes. Subsequently, Malian agricultural exporting firms (about 20) served as information sources in the same capacity as the informal private merchants to verify national data obtained from government sources. Concurrently, other information was gathered on project activities and performance as a way to monitor progress towards annual performance targets.

**Partner Training:** A two-day information/exchange workshop held in February at TradeMali was tasked to harmonize the project’s monitoring and evaluation systems with the performance indicators submitted to USAID. Participants in this workshop were all regional M & E personnel from Bamako, Ségou, Mopti and Timbuktu, as well as TradeMali’s regional representative in Ségou, and the Mali Finance project. The workshop permitted a uniformed interpretation of the PMP’s contents and method of gathering information, and permitted the M & E unit to establish its detailed schedule of activities (chronogram) for the balance of the year.

### 1.5 Other Activities

The unit specialist also participated in cross-cutting project activities, among which were preparation of the second year work plan 04-06, quarterly reports, gender unit’s activities, inaugurations and technical workshops and information seminars.

**Table 10. Planned and Realized Activities for the Monitoring and Evaluation Unit (Sept. 2003-Aug. 2004)**

Activities	Planned	Actual	Results	Comments
<b>Activity 1</b>	Development of a monitoring and evaluation system	Development of a manual describing the system, personnel recruited and trained. Data collection tools and reporting formats were put into place.	M&E system was put in place, adoption by TradeMali's technical team of the M&E approach	Data collection tools were widely distributed among the project team as well as actors and participants in the field. The system is completely operational
<b>Activity 2</b>	Development of the project's PMP	Amended version of PMP submitted to USAID for approval	Better understanding of the project through clear definitions of the performance indicators	All of USAID's observations have been taken into consideration in the new version of the PMP
<b>Activity 3</b>	Data gathering and analysis	Base-line data collection completed; Continuous data collection of project ongoing activities	Performance indicators available upon request Benchmark and progress indicators available upon request	Several investigations were conducted to verify the baseline data
<b>Activity 4</b>	Capacity building	Information workshop and information exchange with partners held February 19 <sup>th</sup> & 20 <sup>th</sup> , 2004	Brought all participants up to speed on tenants of PMP and made available M & E detailed planning and calendar	
<b>Activity 5</b>	M & E Reports (monthly, quarterly, semi-annual and annual) due at the end of each period	All M&E reports are available	Progress report related to reaching project objectives is available for project team and partner organizations	Several indicators must be reviewed based on lessons learned during Yr 1 of project

## Project objectives

**Measuring Intermediary results:** The mango sub-sector turned out to be the star performer in Year 1 project implementation. Mango exports produced the largest gain ever and represent a 234% increase over projected exports. Projections were based on historical data, and the amount of impact the project could have on a first year pilot activity. This overage is significant when compared to rice, where the export figures collected showed 13% of targeted volume (according to present OMA data). Red meat ranked 2<sup>nd</sup> after mangoes with 78% of projected exports, followed by potatoes, which came in

with 24% of projected exports. These results are illustrated in the intermediary results graph in section II of the report, which clearly shows the comparison of results obtained this first year.

**Measuring Intermediary performance results:** The performance results were not achieved at the level anticipated as shown in the graph. The PMP outlined six performance results (PR) and 15 intermediary performance results (IPR) for monitoring progress towards achieving project results. In Year 1, only 3 objectives of the 15 have shown any progress (see

graph). These low-level results don't necessarily reflect the lack of project activities, but as the project is demand driven, and demand did not always come in the form anticipated a year ago, they reveal that many of the intermediary results will need to be reevaluated in the near term.

In spite of some setbacks, M &E activities continue to progress and to adapt to ever evolving preparations required of agricultural exports. The project amassed pertinent information on export movements of targeted filières, which helped establish project base-line data. However, it is to be noted that the informal character of the export sector renders information

collection somewhat unreliable since there is never assurance of rigor or same-source viability. In this context, the project made considerable effort to identify exporters and to collect information of their export operations. Yet, the nature of these statistics and often the lack of transparency of the businesses to share information require us to continually ground truth and verify collected data from a variety of sources.

## SECTION IV

## First Year Project Deliverables

DELIVERABLES 2003 - 2004									
PERFORMANCE RESULT									
CLIN 0001 - Improving the Policy and Institutional Environment for Trade and Investment, plus Contract Management									
Deliverable #	Deliverables	Responsible Units	Indicator	1st Quarter Sept 03 - Nov 04	1st Quarter Sept 03 - Nov 04	2nd Quarter Dec 03 - Feb 04	2nd Quarter Dec 03 - Feb 04	3rd Quarter Mar-May	4th Quarter Jun-Aug
	Target	Actual	Target	Actual	Target	Actual			
TECHNICAL DELIVERABLES									
	Public-Private Forum/Workshops		PR 1,2,6						
1	Project launching in Bamako	Team			X	X			
2	Reduction of import duties on marketing inputs	Pol						X	
3	Reduction of import duties on utility vehicles	Pol						X	
4	Business Forum in Timbuktu	BDS						X	
5	Gender Forum	BDS							X
6	Quality management	BDS/TL						X	
7	Creation of Gender Committee				X	X			
8	Creation of Advisory Committee							X	
	Studies Complete		PR1,2,4	No Studies planned for period					
9	Evaluation of <i>karité</i> filière	Team						X	
MANAGEMENT DELIVERABLES									
10	Bamako office in operation	Admin		X	X				
11	Regional offices in operation (2)	Admin		X	X				
12	PMP submitted	M&E		X	X <sup>(1)</sup>				
13	Semi-annual reports submitted	COP						X	
14	Annual Work Plan submitted	COP			X	X <sup>(1)</sup>			
15	Arrival of key personnel (4)	Admin		X	X				
16	Annual report prepared for submission	COP							X
17	Team building workshop	Admin		X	X				
PERFORMANCE RESULT									
CLIN 0002 - Increasing and Diversifying Malian Exports and Export Markets									
TECHNICAL DELIVERABLES									
	Workshops		PR 5						
18	Evaluation of Mango operation	TL/BDS							X
19	Evaluation of Potato operation	TL/BDS						X	
20	Evaluation of red meat operation	TL/BDS							X
19	BDS Service Providers workshop	BDS			X	X			
	Operational Studies		PR 3, 4, 5	No Operational Studies planned for period					
20	Mango operation and competitiveness study	TL							X
21	Potato operation and competitiveness study	TL						X	
22	Red meat operation and competitiveness study	TL						X	
	Technical Training Courses		PR 3,4,5	No Technical Training Courses planned for period					
23	Technical skills for exporting firms (potatoes)	TL/BDS						X	
24	Technical skills for exporting firms (mangoes)	TL/BDS						X	
25	How to be ready to receive buyers' tours and missions	TL/BDS						X	
	Buyers Tours		PR 3,4,5						
26	Outgoing sellers tour to Senegal	TL		X			X		
TL = TradeLinks; BDS = Business Development Services; Pol = Policy; M&E = Monitoring and Evaluation									
Notes: Draft submitted									